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Aim

Bank and Policy Journal is an international, open access, peer-reviewed journal focusing on development economics, macroeconomics, politics, and political economy. It is also open to publications in other areas of economics and politics that are of general interest to a wide range of readers. The journal invites high-level publications. Bank and Policy regularly publishes original research papers, project abstracts, book reviews, and conference proceedings. Particular attention is paid to apply empirical and analytical work, as well as theoretical work with applications. There is no limitation on the length of articles and publication is done immediately upon acceptance, following a quick and thorough review. The purpose of the journal is to encourage scientists to publish their research in as much detail as possible. The journal is open to innovative research approaches and methods. For research articles, complete data and / or methodological details must be provided.

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scientists, researchers, faculty, students, and policy makers globally to share their contributions.

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COMPANY-RANTIES IN THE FAR EAST BENEFITS OR HARMFUL FOR THE ECONOMY.

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Our countryranks 5-6 in the world in terms of the volume of production of marine biological resources. But on Russian counters, imported and rather expensive goods still prevail, not always of good quality, and sometimes even of artificial origin. Rentiers have spread in the fishing industry, the assortment and price of fish are determined by foreign suppliers, urgent measures are needed to change the situation.

Keywords: fishing rentier, pollock fishing, general allowable catch, quotas, fishery complex, fishermen.

Our country takes 5-6 place in the world on volume of extraction of marine biological resources. But the Russian market still dominated by imported and quite expensive commodity, not always of good quality, and sometimes even ar- tificial. In the fishing industry has spread rentiers, the range and price of fish is determined by foreign suppliers, to change the situation needs urgent measures.

Key words: fish rentierPollock fishery, abseloutely catch quotas, the fishing industry, fishermen may.

Fish rentiers are speculators in the fishing industry; they are companies that sell their quotas to foreign companies, and thus earn money without even going to sea.

According to RIA PrimaMedia, more and more Far Eastern fishing enterprises, instead of fishing for pollock in the Bering Sea, are selling their quotas. As Russian President Vladimir Putin said in his speech at a meeting of the Presidium of the State Council in October 2016:

"Our country is absolutely unhappy when all sorts of rentiers using our biological resources have spawned in the fishing industry" [5].

Due to low profitabilityPollock fishing in the Bering Sea is carried out on a leftover basis. According to experts, the majority of enterprises for two years in a row do not even deploy a fleet to this facility. Meanwhile, pollock in the Bering Sea is being caught by companies that today Rosrybolovstvo and the Federal Antimonopoly Service suspect of prohibited by law "About fishing"cooperation with Korean fishermen.

"One of the priorities is to get out of the shadow fishing enterprises controlled by foreign structures without obtaining the appropriate permission from the government commission to control foreign investment. We have developed a mechanism for the forced removal of quotas from such companies. - vanity, we will check the companies ", - warns the head of the Federal Agency for Fishery Ilya Shestakov [5].

According to the data provided by the TINRO-Center in 2012, the Bering Sea pollock fishing season was quite successful. The total catch of pollock was 385.5 thousand tons (93.9% of the total allowable catch). And in 2014 there were 275,425 tons of pollock, the development of quotas was 80%.

However, how much of this volume is accounted for by Russian companies? Indeed, from 275 thousand tons, you need to subtract 40 thousand tons that Korean fishermen mined within the allocated quotas under intergovernmental agreements, and another part of the quotas was obtained by third-party companies from the Korean list of the antimonopoly service. It turns out that out of 400 thousand tons that the state gave to fishermen within the framework of the generally permissible catch (TAC), 200 thousand tons were converted into money for those who were entitled to catch. That is, by selling their quotas, the entitled companies received income without even going to sea.

They tried to "hide" the declining efficiency of the pollock fishery in the Bering Sea, but it turned out to be not so easy. The state still expects from the fishermen the maximum development of the allocated limits. The scientifically proven stocks of pollock in the Bering Sea give fishermen every opportunity to continuously increase their catch. At the end of 2016, 430 thousand tons of caught pollock were expected from fishermen. And at the beginning of 2017, some of the companies put their fleets on the fishing line. However, the profitability of fishing in the Bering Sea is significantly inferior to the production of this object in the Sea of Okhotsk. Therefore, the companies that sent their fleets to the Bering Sea Expedition received significant losses as a result.

At the moment, only the "Koreans" and a few Russian companies with proven fishing techniques and a free fleet are left in the Bering Sea. The rest of the Russian fishermen became hostages of the OAC system. They do not have quotas and are only forced to observe how rentier enterprises are enriched in the course of Russian-Korean cooperation.

Public organizations of fishermen initiated the inclusion of the question of excluding the Bering Sea pollock from the TAC system.

Pollock in the Bering Sea is exactly the case when the Russian fishery is declining and the state suffers economic losses. Moreover, the situation has ceased to be purely scientific, since the TAC is constantly growing, and the production volumes of Russian companies are falling.

"The interests of the fishermen working at this facility will not be violated,

- thinks the manager of the Dobroflot group of companies Alexander Efremov. - When removing the TAC, fishermen can go fishing and catch this object. We believe that 500 thousand of the projected catches provide an opportunity for all companies to participate in the fishery. We must return the fishing technology that fishermen have lost in recent years. Rosrybolovstvo is obliged to create conditions for efficient and rational development of this resource. The more units of the Russian fleet will be put on the route, the higher the daily catches will be. We are talking about saving the fishery in this area, the degradation of fishery in the Bering Sea is critical. Korean fishermen catch fish in Russian waters better than our captains "[5].

"Alaska pollock in the Bering Sea has become the most massive object of sale. It is estimated that about 40% - 50% of quotas are sold. This can be clearly estimated by the number of rented vessels that catch pollock in the Bering Sea. This problem was raised at the State Council by the President. Rybakov can be understood with a weak economy of the object, it is more profitable to sell a ton for $ 300 without leaving the office. But we have already been warned that we cannot do this. But again we do not hear. We are digging a hole for ourselves. And what does everyone who realizes that he is in At least he stops digging! Fishermen will not lose anything from removing pollock from the TAC, everyone who caught fish will continue to fish, but trading in quotas jeopardizes and discredits the historical principle of allocating quotas "- noted Alexander Vaskov. [5]

By removing intermediaries from the market, the government will make life easier for conscientious companies - it will be easier for them to increase fish production. Experts note that the increased supply in the long term will lead to a certain decrease in prices for consumers, according to Primorskaya Gazeta [3].

The President ordered by December 15 to develop a detailed set of measures that should protect bona fide fishing companies and, in general, make the processes in the fisheries sector more transparent. It was planned that the new market requirements will take effect from March 1, 2016. We will pay close attention to some of the initiatives from the list of protectionist measures, for example, the period for issuing fishing quotas will be increased by half - from 10 to 15 years. In 2017, this measure should give confidence to investors, since, according to average estimates, a fishery enterprise spends about seven years to make a profit. "The amendment will make it possible to carry out effective long-term planning of the economic activities of companies," noted the Governor of the Primorsky Territory Vladimir Miklushevsky, who participated in the meeting of the presidium. "The measure will also significantly improve the possibilities for attracting Russian investments in the development of the industry, including in the renewal of the Russian fishing fleet. Another important decision - the President ordered to increase the production of aquatic biological resources by 20%.

quota for all fishing companies. This means that fishermen will have to catch at least 70% of the quota with their own vessels. The remaining 30% of the fishery is allowed to develop on the basis of a joint agreement in the event, for example, of a breakdown of a part of the vessels. If the company does not fulfill the obligation, the quota will simply be taken away from it.

Interestingly, this proposal for the State Council meeting came directly from the resolution of the 10th International Congress of Fishermen, which was held in Primorye in August 2016. As noted in the administration of the region, the designated measures should help fight against "rentier" companies, which have quotas, but do not have their own courts. They earn money by reselling their quotas to other companies, which, in principle, can be equated with financial speculation.

According to the statistics of the Federal Agency for Fishery, about 10% of the fishing companies in Russia can be classified as rentiers. According to market participants, there is no great harm from them, they are just an unnecessary link between the state and resellers. - There is "Rentier" in any fishing region. They are not very dangerous for the market, but the government is working to ensure that the quota is in the hands of real fishermen who show the real economy, pay real taxes and wages, "said the general director of the OJSC

"Dalryba" Vyacheslav Moskaltsov. - Conscientious companies master what they undertake, and what they cannot cope with - they give it back [5].

So the presidential orders will certainly benefit the fisheries industry. According to experts, the requirement of 70% utilization of quotas will become an effective mechanism for regulating the industry. In addition, the new regulations may spur fishers to increase their catch, which in turn will have a positive effect on the market.

Today quotas are used on average by 84%, so there is no danger for fishermen. This allows us to conclude that this will unfasten unscrupulous users, and normal companies will have the opportunity to increase fish production, which will lead, accordingly, to a certain decrease in prices.

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MANAGEMENT

STRATEGY "BLUE OCEAN": NEW OPPORTUNITIES IN THE MARKET OF CONSULTING SERVICES

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Abstract... This article shows the practical application of the analytical tools of the "blue ocean" strategy by the example of the management consulting segment, built the strategic outline of the industry, and developed recommendations for strategic changes.

Key words: "blue ocean" strategy, strategic outline, competitiveness, value curve, "abolish - reduce - raise - create" grid.

Any, even a very successful modern company, periodically experiences difficulties associated with the search and development of a new market space. To solve this problem, the "blue ocean" strategy is applied all over the world, the basic principles of which were set forth by V. Chan Kim and R. Moborn in the book of the same name.

In their opinion, most companies are trying to survive and develop in the depths of the "scarlet oceans" - industries in which boundaries are defined and agreed, the actions of competitors are known and predictable. Here, companies are trying to outperform their rivals in order to capture most of the existing demand. As the market gets closer and closer, the opportunities for growth and profitability diminish. And blue oceans are pristine marketplaces that require creativity and the ability to grow and generate high profits. While some blue oceans are being created outside designated industry boundaries, most are emerging within scarlet oceans, pushing existing industry boundaries. Competition does not threaten anyone in the "blue oceans",

Table 1 - Distinctive features of strategies [1, p. 47]

The scarlet ocean strategy	Blue ocean strategy
Struggle in the existing market space	Creation free from competition market space
Victory over competitors	The ability not to be afraid of the competition tions
Exploiting the existing demand	Creation of new demand and mastery to them
Compromise "value - from- support "	Destruction compromise "Price ness - costs "
Construction of the entire system of the company's activities, depending on the strategic choice, orientation based on either differentiation or low costs	Building the entire system of the company's activities in accordance with the task of simultaneously achieving differentiationand reducing costs

Let us consider the features of the application of analytical tools of the "blue ocean" strategy using the example of the consulting services market in Novosibirsk, more precisely one of its segments - management consulting. Based on the research results, we will formulate strategic recommendations for companies operating in this segment or intending to enter it.

Leading experts and analysts describe the situation in the Russian market of consulting services as follows. At the end of 2016, the increase in the total revenue of the largest consulting groups amounted to 5%, and its volume reached 97.5 billion rubles. If we introduce a correction for inflation (5.4% according to Rosstat), then we can state that this market has come out of the negative zone. Indeed, in past years, formally large growth rates did not actually keep pace with the rise in prices (in 2015, the revenue growth of the leading market players amounted to 7% with inflation of 12.9%; in 2014 - 9% and 11.4%, respectively).

The reason for the protracted failures is obvious: the demand in this market is in direct and close dependence on the general economic situation. On third-party advice, companies start to save money first. Competition, which inevitably intensifies in a shrinking market, also makes its contribution, and this is a direct road to dumping. According to Irina Vishnevskaya, CEO of Berkshire Advisory Group, the average bill for consulting services is steadily declining. "More and more companies are switching to procurement in accordance with Federal Law No. 223 on public procurement, where the price of services remains a key criterion." Nevertheless, reaching zero after two years of decline is a good reason for optimism.

As has been the case for many years in a row, the largest volume of revenue of market participants comes from IT consulting. In 2016, it accounted for 64%: in total, state and private

customers provided consulting

to groups and companies RUB 53.27 billion: RUB 13.64 billion - management consulting (3% increase) and RUB 39.63 billion - consulting in the framework of development and system integration (2% increase). In general, in the segment of IT consulting last year, the increase was 3%. [2, p. 3]

Thus, the market of consulting services in Russia is in the stage of stagnation, and the segment of management consulting is no exception. This trend continues in the Novosibirsk market as well. In this situation, companies need a blue ocean strategy, which will allow them to identify the sources of demand growth and market expansion, as well as ways to conquer and retain it.

The most important analytical tool of the "blue ocean" strategy is the strategic canvas, which is used to diagnose the market and build a strategy, and form its basis. It reflects the current state of affairs in a known market space, which makes it possible to understand where competitors are investing, what are the characteristics of products that are subject to competition in the industry, what are services, delivery, and also what competitors are. offers are received by customers in the market.

On the horizontal are the factors for which there is competition, and where investments in this industry are directed. The vertical line shows the level of supply received by customers for all major factors of competition. A high indicator means that in the area of this factor the company offers its clients more and makes larger investments in its development. In fig. 1 reflects the strategic outline of the management consulting segment of the Novosibirsk market.
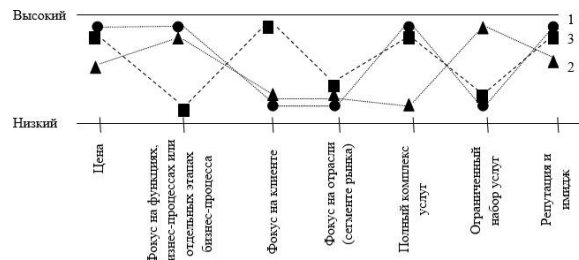
Figure 1 – Strategic outline of the management consulting segment of the Novosibirsk market

The main component of the strategic canvas is the value curve, which graphically displays the comparative performance of companies, taking into account the factors of competition in the industry. In fig. 1 shows three value curves that demonstrate the market behavior of companies - representatives of various strategic groups working in the segment of management consulting.

Value curve # 1 describes strategic behavior, the main elements of which are the high cost of services; focusing on

functions, business processes or individual stages of the client's business process; providing a full range of services and the company's focus on building a positive image and reputation. Focusing on functions, business processes, or specific steps in a business process means that a company specializes in solving customer problems in one of these areas. For example, it provides services for the implementation of information technologies and automation of business processes, is engaged in appraisal activities, personnel training or legal support of the client company's business. The full range of services includes not only the development of a solution to the customer's problem, but also the elaboration of measures for its implementation, as well as support in the implementation process. Most of the Novosibirsk consulting firms belong to this strategic group.

Value curve # 2 differs from the first in that market players provide a limited set of services at a lower cost and place less importance on the reputation and image of the enterprise. Most of the companies adhering to this line of behavior do not implement the developed solutions; the client companies do this on their own.

Value curve No. 3 demonstrates market behavior similar to the described value curve No. 1, with the only difference that in the considered strategic group companies focus on the client, that is, they satisfy a certain rather specific need. For example, they work only for investors seeking state support for their projects, they are engaged in project expertise, feasibility studies, etc.

Thus, consulting companies in the Novosibirsk market (there are more than two hundred of them in total) are using similar strategic steps in order to gain a foothold in the market and defeat competitors. They choose a strategy of narrow specialization (focus on business, on a client or on an industry), to attract customers, some try to reduce the price, others - to form a positive image and reputation, providing, respectively, a limited set or a full range of services.

The similarity of strategic behavior, according to the authors of the strategy

Of the "blue ocean" is a sign that market players are trying to maneuver in the depths of the "scarlet ocean", which undoubtedly slows down their development. And the transition to a blue ocean strategy is necessary. It is primarily associated with a fundamental change in the strategic outline of the industry. This requires a reorientation of strategy from competitors to alternatives and from customers to non-customers in the industry.

To reconstruct the elements of value for the customer when working on the new value curve, a four-step model was created. There are four main questions to answer about the inherent strategic logic and business model of the industry.

- What factors that the industry takes for granted should be eliminated?
- What factors should be significantly mitigated compared to industry standards?
- What factors should be significantly improved over current industry standards?
- What factors should be created from never before proposed by the industry?

In the consulting services market, two factors are taken for granted, in our opinion:

1)	in order to be successful, a company must build up its competence in one rather narrow

niche, it can be appraisal activity, audit, software development, development of strategies and business plans, and much more;

2)   a prerequisite for the high competitiveness of a consulting firm is the presence of a well-known brand, backed up by the reputation of an experienced player and a reliable partner.

Both of these factors need to be eliminated, since following them leads companies to a significant narrowing of the market boundaries, where there is no room for maneuver. After all, the strategy of narrow specialization in the field of consulting is effective only if the potential client knows exactly what kind of service he needs, if he understands what hinders the development of the company, what problems need to be solved. At the same time, there is a large number of managers, business owners who find it difficult to answer these questions; they often do not even realize that the company has problems until they face serious difficulties in their activities. Therefore, they will not be able to make the right choice of which consulting firm to turn to for help, order a service to optimize business processes or assess personnel.

Companies that are firmly convinced that the client makes a choice based on the brand and is willing to pay for it, deprive themselves of market flexibility, forgetting that the main reason for contacting a consultant is the desire to improve the efficiency of the company, to solve problems arising along the way. Often times, when potential clients of consulting firms have a need for their services, they are going through hard times and will not put up with the high price premium for the brand.

Thus, when developing a blue ocean strategy, it is necessary to be creative in finding alternatives to a narrow specialization strategy, as well as to find ways to attract customers who are seeking to save money.

The answer to the second question is obvious: the most important factor that needs to be reduced in the consulting services market is price. Service cost should be available to small companies, newcomers to the market, as well as those who are in a crisis situation. It also requires a creative search for ways to reduce costs, assessment and revision of the range of services in terms of their economic efficiency.

The third question forces us to get rid of the trade-offs that the industry forces consumers to make. In the segment of management consulting, in addition to the high price, the client is forced to agree that, in order to obtain a result, it is necessary to provide the consultant with a certain amount of information concerning the activities of his company. This circumstance frightens off many potential customers. Therefore, within the framework of the "blue ocean" strategy, we can talk about increasing the importance of such a factor as differentiating clients by the level of openness (it depends on the degree of trust in the consultant), which will ultimately lead to a variety of service packages.

The fourth question helps to discover completely new sources of value for buyers, create new demand and change the system of strategic pricing adopted in the industry. In our opinion,

consulting firms may consider the possibility of creating several factors that will significantly expand the boundaries of the market. First of all, here it is worth thinking about introducing a system of work with a client on the principle of a "family doctor", when the client pays for a certain number of hours of the consultant's work, for example, per month or per year. Further, if any problems or difficulties arise, he turns to a consultant for advice and assistance. This method of support may be in demand by small companies, newcomers to the market. It should be borne in mind that the variety of problems the client faces is great, work with the client.

Another industry, in addition to medicine, whose work experience can be applied in management consulting is mobile communications. The third factor that we propose to create is to offer clients packages of services (just like mobile operators do), differentiated by the amount of time spent by the consultant (and paid by the client) and the degree of the consultant's "immersion" in the work of the company. customer. There can be several levels of "immersion":

1) "Pure" consulting, information about the problem from the words of the client, the result of the consultant's work - information about possible ways of solving the problem;

2) self-diagnosis, the consultant collects information about the problem in the company on his own, the result is an analytical report with recommendations for solving the problem;

3) diagnostics and support of the process of implementation of changes, the consultant not only diagnoses the customer company and develops recommendations, but also participates in the implementation of the measures proposed by him.

Having answered the four questions posed, we can move on to work with the third key tool for creating a "blue ocean" - the grid to abolish - reduce - increase - create (Fig. 2). It serves to further develop the four-action model, forcing companies to not only ask all four questions, but also take concrete steps in all four areas.

Упразднить
Узкую специализацию
Высокую ценовую надбавку за брэнд и репутацию

Повысить
Дифференцирование клиентов

Снизить
Цену

Создать
Систему работы с клиентом по принципу «семейного доктора», предлагая комплексное управленческое сопровождение компании
Кооперационные связи с другими консалтинговыми фирмами
Дифференцированные пакеты услуг

Figure 2 – The "abolish – reduce – increase – create" lattice of the management consulting segment

The "abolish - decrease - increase - create" lattice creates a new value curve and changes the strategic framework of the industry. The new value curve must be analyzed in depth and discussed with customers, competitors' customers and non-customers in order to formulate an optimal blue ocean strategy based on feedback.

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ANTI-CRISIS MANAGEMENT BASED ON SITUATION PLANNING

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Annotation: Situational planning is an important tool for anti-crisis management in conditions of a high degree of uncertainty and risk, and can also be the basis for anti-crisis strategies of organizations. It influences the success of crisis management through decisions made by leaders of anti-crisis management, programs that ensure the legitimacy and effectiveness of crisis management and through the implementation of institutional and organizational policies. Various options for the relationship between the quality of situational planning and the degree of success of crisis management are considered.

Keywords: situational planning, crisis management, uncertainty and risk, problem management.

Annotation: Contingency planning is an important tool for crisis management in a highly uncertain and risky environment and is the basis for the organization's crisis strategy. It influences the success of crisis management through decisions made by the heads of crisis management, programs that ensure the legiti- macy and effectiveness of crisis management and through the implementation of institutional and organizational policies.

Keywords: Contingency planning, crisis management, uncertainty and risk, issue management.

The success of anti-crisis management is based on anticipating possible options for the development of events unfavorable for the organization, planning options for responding to crisis threats in order to minimize losses and the earliest possible normal operation of the organization. Probably the best means for solving these problems is situational planning, which ensures speed, certainty, and the adequacy of decision-making in anti-crisis management.

Due to the large semantic load and the variety of contexts of use, it is difficult to exhaustively describe the content of the concept of "situational planning". Here, the considerations of the American researcher A. Shedler may be useful, who notes:

"The concept of 'contingency' combines possibility, uncertainty, unpredictability. The simple and straightforward planning logic for emergencies is that the process leading to the pre-allocation of resources, personnel, equipment, crisis management centers, tasks, responsibilities, leadership decisions and

rules, combined with staff training and planning for various outcomes, as well as a mass of training exercises in a "safe" environment, ensures that government agencies responsible for operational and strategic political management, in conjunction with civil society institutions, can best cope with any crisis "[16, 56].

A similar definition of situational planning is given in the guidance document of the International Organization of the Red Cross and Red Crescent, where the emphasis is on anticipating and assessing the likelihood of threatening events: national or regional levels and the establishment of procedures for rapid response to each of their types of threats based on their expected scale and available resources "[8, 8].

The most important method of situationalplanning is scenario planning, which is based on the development of alternative options for the future development of the company's external environment [3]. However, the concept of "situational planning" is broader. It includes, in addition to developing scenarios, assessing risks and finding ways to implement the plan in crisis management, it also includes such traditional planning actions as inventory of resources, development of means for monitoring the implementation of a plan (or scenario), construction and use of econometric models, determination of a system of key indicators or indicators for assessing the effectiveness of crisis management, development of measures to prevent a decrease in the effectiveness of key business processes (business continuity management) and others.

Situational planning is the result of an analysis of the development of a specific potentially dangerous situation (or situations), with all its inherent set of crisis threats and potential opportunities for overcoming the crisis, or, in the figurative expression of R. Peri and M. Lindell, "a photograph of such a pre-crisis situation at a certain point in time and in this sense, its unique characteristic "[13, 343]. In other words, situational planning is not a set of analytical tools that allow obtaining universally acceptable results, but an individualized process, the value of the results of which is narrowly specific. This creates additional difficulties for finding and building algorithms for situational planning: the more unique characteristics a process has, the more difficult it is to develop general rules, and the more important are improvisation in management, the search for non-standard solutions in planning, the use of intuition to clarify the situation. All this leads to the fact that situational planning becomes a rather costly procedure that requires investment in

training and advanced training of planners is a task considered in a number of works by modern authors [15].

For greater efficiency, situational planning for anti-crisis management is institutionalized: there are specialized bodies, institutions and organizations designed to make the processes that make it systemic. In the Russian Federation, since 1996, a ramified system of distributed situational centers has been functioning, providing information and analytical support for public administration in crisis situations. It includes the centers of federal government bodies (situational centers of the President of the Russian Federation, the Security Council of the Russian Federation, the Control Directorate of the President of the Russian Federation, FSO, FSB, Emergencies Ministry, Internal Troops of the Ministry of Internal Affairs of Russia, the Ministry of Natural Resources, Rosatom, etc.), plenipotentiary representatives of the President of the Russian Federation in the Federal Districts, heads of the subjects of the Russian Federation, a situational center of the Ministry of Foreign Affairs of Russia is being created. They all form an interconnected system, providing information exchange and coordination of decisions taken [1; 2].

There are similar structures abroad. In particular, in the works of American researchers one can find not only a description of their activities, their tasks and methods of control, but also critical reviews aimed at putting forward proposals for improving the efficiency of such institutions in order to obtain more accurate, more realistic forecasts and the development on this basis of more adequate solutions to the set goals [6; nine; eleven; 13].

Uncertainty about the future is not an insurmountable obstacle to situational planning, but rather a basis for asking the question, what are the conditions for successful situational planning, and what are the criteria for evaluating it as successful? The answer to this question lies in the way of discussing the conditions under which situational planning can actually ensure the use of the situational approach as a kind of ideology for developing a plan or a system of interrelated plans that could serve as "blueprints" for crisis managers. and, at the same time, to provide flexibility of actions depending on specific scenarios of deployment of crisis events.

For all the importance of intuition in planning and making management decisions, situational planning should be based on rational grounds. English researchers G. Webb and F. Chevrew formulate this requirement as the "maximum success" of situational planning, which remains "successful" as long as "it is rational, given that it includes interaction, consistency and predictability , while a crisis presupposes uncertainty, a lack of information and a rigid time frame "[18, 168]. We will only add that the rationality of situational planning allows you to achieve compliance the consistency of assessments by persons analyzing certain anti-crisis strategies is an important requirement for an adequate transfer of strategic intent to crisis managers.

Anti-crisis management is usually viewed as a set of measures that can be divided into three stages: the pre-crisis stage (which includes situational planning), the actual management in crisis conditions - crisis management, and the post-crisis stage, where recovery measures are taken and

measures are developed to increase the organization's crisis resilience. in future.

Since the success of anti-crisis management is determined both by the quality of situational planning and the skills and experience of managers carrying out crisis management, it is advisable to consider situations when the quality of situational planning and the quality of crisis management vary in a wide range: from "successful" to "Unsuccessful" and from "effective" to "ineffective" (see Fig. 1).

Rice. 1. Matrix for assessing anti-crisis strategy based on situational planning

The key point here is the understanding that "successful" pre-crisis situational planning does not necessarily lead to effective crisis management and, accordingly, vice versa: effective crisis management can be combined with both successful and unsuccessful situational planning.

This understanding can be revealed in more detail by comparing the range of possible links between situational planning and the results of crisis management. At the same time, we will substantiate that the relationship between the quality of situational planning and the results of a crisis management is much weaker than is often assumed. To do this, consider the four main types of communication.

(I). *Successful situational planning + effective crisis management = the most successful anti-crisis strategy...* This combination, if implemented in practice, is often seen as the most powerful argument in favor of situational planning. It is assumed that the crisis was successfully overcome, and its negative consequences were eliminated as soon as possible [6; fourteen]. Success in this case is largely determined by large and long-term preliminary work, which involves not only considering various scenarios for a crisis situation, but also accumulating and efficiently allocating resources, managerial roles, areas of responsibility of officials, testing their managerial qualifications. preparation of options

for decisions, draft orders, orders, etc.

(II). *Unsuccessful situational planning + effective crisis management = strategy based on crisis management.*This strategy can also be termed an "outstanding crisis management strategy" that has produced the desired results despite mistakes and failures in situational planning. Here, the creativity of thinking of crisis managers, their ability to improvise can play a key role in shaping the response to a crisis - a fairly typical situation for organizations where there is no systematic anti-crisis planning, but management in the event of an emergency acts confidently. demonstrating the ability for flexible, creative management.

(III). *Unsuccessful situational planning + ineffective crisis management = strategic failure.*In this case, significant planning errors or even the absence of situational planning are factors that play a decisive role in the ineffective response to the crisis. The situation develops according to the worst scenario if the crisis develops against the background of inaction or erroneous actions of managers who are not qualified enough to implement crisis management.

(IV) Successful situational planning + ineffective crisis management = ineffective ACM. This scenario assumes that, in spite of a well-developed plan, which assumes consideration of various scenarios of the crisis development and sufficient preparation of managers to act on each of the scenarios, the result, nevertheless, (to one degree or another) was an ineffective response to the crisis. This does not imply a complete failure, rather it is about overcoming the crisis, but at the cost of unjustified sacrifices, ineffective, excessively wasteful use of resources, as was the case, for example, during the liquidation of the Chernobyl accident, for which there is ample evidence.

Such a development of events can be generated by an incorrect assessment of the situation, the wrong choice of the primary means to halt the development of the crisis, the lack of sufficiently qualified management personnel, and many other reasons that did not allow the best scenario of the situational plan to be fully utilized. R. Rosness in this regard rightly notes that "in the case of decisions made under conditions of uncertainty, a catastrophic result does not necessarily indicate a bad decision, and success is not necessarily the result of good decision making [15].

However, unlike the previous case, in this situation, crisis management nevertheless achieved the desired results: the crisis was stopped, its worst consequences were avoided, however, at significant material, moral and time costs. Thus, anti-crisis management in this case can be assessed as effective, but not effective (that is, the desired result was obtained by no means the best way). Describing this kind of situation, M. Haberfeldt and L. Clarke write: "Even the best plans can be useless. Confusion can reign even when scenarios for behavior in a crisis have been carefully thought out, roles have been assigned, and resources have been concentrated. Organizations may not follow their own plans, even if the benefits are clear. Organizations' leaders and professionals may ignore or even simply be unable to understand what is opposed to them. Rapid and destructive possibilities of some crises (especially at the tops of already created systems) can destroy plans in a matter of seconds "[10, 57].

The four different scenarios above illustrate the complex, non-linear and sometimes

unpredictable relationship between situational planning and crisis management outcomes. In this regard, R. Souden rightly notes that "planning and success do not always coincide, the connection between them can be extremely fragile or completely absent" [17, 57].

Situational planning is not a guaranteed recipe for successful crisis management, but it would be reckless to abandon it. In a world where unpredictable and devastating crises are commonplace, governments need contingency planning to ensure public safety and political stability. Organizations also need it for similar purposes.

The problem is that such "political" gains come at a cost. The planning processes and the plans themselves often compete with each other, and in order to win in such competition, they are politicized, overgrown with promises to ensure political power in the event of a crisis, not a decrease, but an increase in its prestige, and public support for the anti-crisis measures taken by the authorities. Such a "hidden agenda day "can reduce the effectiveness of situational planning (due to the rise in the cost of resources), in the event of a crisis, divert efforts to perform various optional tasks provided for by the situational plan, and if this situation comes into the field of vision of the opposition the authorities will gain additional and weighty arguments.

Officials and political actors involved in planning should not be exempted from criticism and control, but also should not be blamed for not meeting political expectations. Situational planning is neither a simple recipe for success nor political futurology. It combines both of these elements. A more balanced understanding is needed if we are to have fair and realistic expectations of what public authorities can do to prepare for crises, natural disasters and disasters.

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THE MYTHOLOGY THAT CONSTRUCTS OUR REALITY

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Considering the myth as a way of constructing reality in the context of modern advertising, I would like to note the urgent need for an interdisciplinary dialogue: philosophy, sociology, art history, cultural studies. Such an approach will help overcome the scientific subjectivity characteristic of each of these sciences, develop criteria not only for efficiency in terms of sales of the advertised product, but also for the admissibility of various advertising, in terms of the danger that it can pose, both for the psyche of consumers, and and for society as a whole.

For the first time, the concept of social construction of reality was investigated by P. Birger and T. Luckmann in their joint research "Social construction of reality". First of all, emphasizing the fact of the relativity of such words as "knowledge", "social", "reality", scientists note the growing interest in this problem: "What is" real "for a Tibetan monk cannot be" real »For an American business man. The "knowledge" of the criminal is different from the "knowledge" of the criminalist. Hence, it follows that specific social contexts are characterized by specific agglomerates of "reality" and "knowledge", and the study of their interconnections is the subject of appropriate sociological analysis. " (Birger P., Lukman T. Social construction of reality. M., 1996, p. 3.)

Thus, the need to study the social construction of reality arises when differences between societies become noticeable in understanding of what they put into the very notion of "knowledge". Considering its evolution, P. Birger and T. Luckmann call the discipline studying it the sociology of knowledge. The tasks of this science are as follows:

- to identify the ways through which reality becomes known from the standpoint of a particular society;

- study the empirical diversity of different types and forms of knowledge that exist at different times in different human societies;

- explain the patterns of processes by which any system of knowledge is recognized by society as a reality.

According to P. Birger and T. Luckmann, the sociology of knowledge should study everything that society includes in the concept of "knowledge", take into account the validity or groundlessness of any of the variants of the existing concept. Taking into account that any knowledge is constantly evolving, transmitted and stored in various social situations, the sociology of knowledge should be aware of these processes, discover the secret of the mechanism of turning potential knowledge into a self-evident reality. All these processes of studying the correlation and interpenetration of knowledge - into reality and reality - into knowledge, are generalized into the subject of the sociology of

knowledge - the analysis of the social construction of reality.

As you know, the term "sociologyknowledge "(Wissenssoziologie) was introduced in 1920 by the German philosopher M. Scheler, which significantly influenced his understanding of this scientific discipline. Having arisen within the framework of philosophy and marking a certain stage in the intellectual thought of German philosophers, the sociology of knowledge was placed in a specific historical and scientific context. The consequence of this was its so-called "peripherality", intended for solving specific socio-historical tasks of the nation.

American and Western European scientists were not too worried about the problems of Germany, so for some time this discipline was considered temporary, which was destined to exhaust itself and disappear after solving a number of social German problems. Moreover, American scholars saw theoretical weakness in the relationship between the sociology of knowledge and its initial problems and considered this a significant shortcoming.

The supporters of this new science, in order to prolong its life, began to consider it the subject of the sociological interpretation of the history of various ideas, which subsequently led to a narrowing of the scope and theoretical significance of the sociology of knowledge. In that case, if we try to consider this science from the standpoint of its further development, then we can designate the range of scientific interests included in it as follows: expansion of the theoretical framework, which began to include not only narrow framework of social, national interests; research in the context of this science of the structure of everyday thinking in the world of everyday life.

Ordinary thinking became the subject of scientific works by A. Schutz, who did not directly develop the sociology of knowledge in its narrow meaning, but described new horizons for its application. saw what this discipline should focus on. A. Schutz wrote: "All typifications of everyday thinking are themselves integral elements of a specific historical and socio-cultural life world (Lebenswelt), within which! they are taken for granted and socially accepted. Along with other things, their structure determines the social distribution of knowledge, its relativity and correspondence to the specific social environment of a specific group in a specific historical situation. Here the problems of relativism, historicism and the so-called sociology of knowledge find their basis. " (Schutz A. Collected Papers, Vol. I. - Nijhoff, 1962, p. 149.)

According to A. Schutz's research, any knowledge is socially distributed, and the mechanism of this distribution can be a subject of study in a sociological discipline. The scientist believed that the so-called sociology of knowledge was a misnamed discipline, which resulted in its incorrect approach to the problem of the social distribution of knowledge exclusively from the angle of the ideological substantiation of truth. The truth, as a rule, depends on the specific social and economic conditions of life of the studied society, on the social context of education, or on the individual's particular social role. The latter fact turned out to be unaccounted for due to the fact that the problem of the social distribution of truth was dealt with not by sociologists, but by economists and philosophers, "inscribing" the results of their analyzes into their own philosophical concepts.

Certain objects, processes, phenomena that a person encounters are presented to his consciousness as constituent elements of different spheres of reality. Almost every person realizes that the people he encounters in everyday life are related to a different reality than the one that the person himself imagines.

Thus, two parallel systems of reality arise and collide with each other: the reality of a given person from the point of view of his own ethereal images of fantasies, illusions and dreams; the reality of the same person, but from the point of view of the people around him: in a word, their view of his reality.

Two systems of reality cause completely different tension in consciousness, and a person's attention to them depends on a number of factors, it is not stable and not the same. We can say that in a similar way, a person's consciousness is able to move from one reality to another, each of which breaks up into a number of "sub-realities". In other words, you, the individual is aware of the world consisting of many realities, depending on his need for one or another of them, he perceives simultaneously existing other realities as a kind of obstacle to that - the most important reality at the moment - in which he experiences now the need.

However, the most important among the realities is the reality of everyday life, by virtue of its greatest relevance, the individual gives it a privileged position, perceiving it as the highest and most significant. Modern life evokes in the individual a constant feeling of anxiety, which contributes to the perception of tension itself as significant, makes one be more attentive to everything that can be conventionally designated as everyday or everyday life.

Thus, the attitude of a person to the higher significance of the everyday life that surrounds him becomes obvious: life within the framework of this tension is perceived as natural and most urgent. It should be noted that the reality of everyday life, for the most part, is socially ordered: its norms and rules are systematized into patterns of social behavior; it constructs one or another order of relations that exists independently of a person's desire and his need for it.

The reality of everyday life turns into objectified, it prescribes and legitimizes the order of relations between people, phenomena and processes. One of the factors of such regulation is language: it is language that, being used in everyday life, constantly provides a person with certain truths and meanings, establishes an order that regulates their personal perception. You can list the following constraints, which are ordered by language:

- a person lives in a geographically defined place;
- he performs a certain social function and role;
- he is associated with various interweaving of relationships with people around him;

- he is a professional in a certain field, which also obliges him to perceive people and phenomena in a strictly defined way.

All these factors, taken together, give rise to the individual's need to seek and acquire eternal meanings, become the product of the so-called symbolic universes, one of which is mythology. P.

Birger and T. Luckmann consider it as an archaic form of legitimation, which creates new meanings for the integration of those meanings that are already inherent in various institutional processes. Legitimations are divided by P. Birger and T. Luckmann into cognitive and normative, the conceptual mechanisms of which support symbolic universes, therefore they always contain a systematization of their various forms: those that still exist in a naive form; those that begin to turn into symbolic universes.

P. Birger and T. Luckmann write: "The material from which the legitimations that support the universes are constructed, for the most part, represent the development of the legitimation of several institutions, developed and improved at a higher level of theoretical integration. Thus, there is usually a connection between explanatory and instructive schemes that serve as legitimations at a lower theoretical level, and lofty intellectual constructions that explain the structure of the cosmos. " (Birger P., Lukman T. Social construction of reality. M., 1996, p. 54.)

Scientists believe that it makes no sense to discuss in detail the various conceptual mechanisms for maintaining the universe, which are provided by history, this is too voluminous and laborious process. P. Birger and T. Luckmann distinguish the following main types of conceptual mechanisms: mythology; theology; philosophy; the science.

Speaking about mythology as a special archaic form of legitimation in general, they believe that it is a necessary phase in the development of human thinking as such. This is due to the fact that all the most ancient conceptualizations of the maintenance of the universe that have survived to this day are mythological in form. Based on this conclusion, P. Birger and T. Luckmann define mythology as a concept of reality, which assumes the constant penetration of sacred forces into the world of everyday life or everyday life. This concept is based on the assumption of an uninterrupted relationship between social and cosmic phenomena, as well as between their respective legitimations.

Thus, all reality turns into a unity, which is an interweaving of numerous worlds and existences, and mythology as a conceptual mechanism is closest to the naive level of the symbolic universe, which can be perceived as an objective reality. Mythology as a symbolic universe especially makes itself felt when traditions become problematic, or in society there is an active rejection of them. Metamorphoses of mythological reality can take on a wide variety of forms, reconstructing with their help the so-called everyday reality.

Simultaneously with this trend, mythology is close to the naive level of thinking, which does not mean the simplicity of the interpretation of myths. Mythological teaching is essentially like secret knowledge, it is a kind of exoteric store of knowledge, even the "toolbox" itself is esoteric in nature. Proof of this is, in the opinion of P. Birger and T. Luckman, the "advertisement" of modern circles of specialists in the field of mythological interpretations. Calling such advertising trickery, the authors of The Social Construction of Reality believe that this trick is still alive today.

However worthto draw a dividing line between societies in which the mythological universe dominates, and societies where mythologies are present, but not dominant. The differences are as follows:

- more advanced mythological systems strive to eliminate contradictions and to maintain the mythological universe in theoretically integrated terms;

- systems with a mythological universe "transfer" canonical concepts into the field of theological thinking, which are one step higher than the so-called naive thinking;

- systems with a mythological universe operates with concepts

"Between" the human world and the world of the gods, in contrast to theological thinking, which tries to find a mediator between these two worlds.

The consequence of the described processes is the indifference of the majority of people to all kinds of sophisticated theories that exist to support the universe. These theories, as a rule, are invented by specialists-theologians who try to combine mass naive mythology with theoretical theology. The task of such reunification is to maintain a social symbolic universal that is crumbling before our eyes, with the help of which the desire and behavior of the masses can be controlled.

Ways and types of conceptual justification of a particular symbolic universe can have an infinite number of modifications and combinations, the main ones can be considered two ways of maintaining a symbolic universe: therapy, denial.

P. Birger and T. Luckmann describe therapy as follows: "Therapy involves the use of conceptual mechanisms with the aim of keeping actual and potential deviants within the institutionalized definitions of reality. In other words, it is necessary to prevent the "inhabitants" of a given universe from becoming "emigrants". This is done by applying the apparatus of legitimation to individual "cases". Since, as we have seen, every society faces the danger of individual deviation, therapy in one form or another can be considered a global social phenomenon. " (Ibid., P. 64.)

The options for the specific implementation of therapy can be varied: exorcism, psychoanalysis, psychological personal counseling programs. One way or another, all these forms are a category of social control. Since therapy, in the overwhelming majority of cases, deals with deviations from the standpoint of generally accepted definitions of reality, its task is to develop conceptual mechanisms that could take into account all types of deviations and, to the required extent, support their reality. This form of therapy requires certain knowledge: the theory of deviation, the diagnostic apparatus and the presence of the concept of curing mental illness.

From the standpoint of society, any deviation from the norm will require therapeutic practice, which will certainly be conceptually substantiated. An integral part of the theory of justification, as a rule, becomes the "theory of deviant behavior", which thus protects society from danger. The second stage is the system of diagnostic concepts, which must also be adjusted to social requirements and fit into the general concept. The ultimate goal of all this "device" is to find an inconvenient for society at the moment

"Latent heterosexuality" and eradicate it in advance.

A set of written theoretical justifications for the need for treatment, supplemented by a catalog of relevant techniques with adequate theoretical justification, is also becoming a kind of toolkit. The presence of such a directory expands the circle of people who can

"Help" the society without being appropriate specialists.

One of the essential levers for managing deviations unnecessary to society is the individual's sense of guilt, but this "works" only if his primary socialization was successful and he has social goals and needs. The consequence of such manipulations with patients is the theory of resistance, which pretends to take into account the individuality of the patient, and the theory of counter-transference, which, again, from the positions necessary for the society, explains the therapist's doubts. An indicator of successful therapy is the balance between the concept of reality imposed by society and its subjective acceptance by the sick individual.

Such a return of the patient to everyday reality is necessary for society, but it contributes to the destruction of the symbolic universe of society. P. Birger and T. Luckmann write: "Therapy uses conceptual machinery in order to keep everyone within the framework of a given universal. Annihilation, in turn, uses similar mechanisms to conceptually eliminate everything outside this universe. This procedure can be described as a kind of negative legitimation. Legitimation maintains the reality of a socially constructed universe; annihilation denies the reality of any phenomenon and its interpretation that do not fit this universe. " (Ibid., P. 65.)

Denial of reality can happen in two ways:

- deviant behavior can be given an evaluative, negative ontological status;

- individuals who behave deviantly in relation to society are threatened with a refusal in social adaptation and implementation, moreover, their overthrowing outside the society.

In our opinion, modern advertising actively uses both of these methods: of course, it negatively evaluates the deviating, from the point of view of society, the behavior of the individual, and also threatens to refuse social acceptance of the deviant subject. Moreover, with the help of advertising in society, the so-called "lower ontological status" is singled out, which is hoped for by everyone who does not correspond to the type of reality that is currently accepted by society.

As an eloquent example, the situation with the so-called "threat of neighboring anti-homosexual groups" can be cited, which can be conceptually eliminated by the society of homosexuals by means of a mass assessment of their behavior as "subhuman". The concept of methods and methods of annihilation also includes an attempt to explain all deviating definitions on the basis of the concepts of its own universe, which is currently relevant for society. A theoretical struggle begins with deviant concepts, which have long been attributed to a negative status, its goal is the subordination of deviant concepts to the social universe.

P. Birger and T. Luckmann emphasize: "If the symbolic universe is intended to comprehend all reality, then nothing is given to remain outside its conceptual limits. At least in principle, his

definitions of reality should encompass being in all its integrity. The conceptual mechanisms by which this is achieved have historically varied in sophistication. In nuce they appear as soon as the crystallization of the symbolic universe takes place ". (Ibid., P. 66.)

Thus, in relation to modern advertising, we can say that the sociology of knowledge helps to understand the individual human reality as a socially constructed reality. Since the very concept of "constructing reality" has traditionally been the central problem of philosophy, this understanding has philosophical drawbacks:

- the individual human factor is not sufficiently taken into account;
- the conceptual apparatus that allows analyzing individual symbolic realities and correlating them with generally accepted society, everyday realities has not been sufficiently developed.

Based on the concept of P. Birger and T. Luckmann and transferring it to the processes occurring in modern advertising, one can find a number of interesting patterns. In addition, this approach to advertising allows us to determine the main functions of advertising in the context of constructing the world using mythological techniques:

- form figurative ideas about social prestige;
- contribute to the emergence of a rush attitude towards a particular type of product or service;

- Tame culture with technical, modern and old things.

All these functions can be attributed to the main one - the formation of the functioning of each potential consumer of advertising products necessary for society. The habit of functioning makes a person surround himself with "functionally tamed" things, some of them become carriers of mythological traditions and symbolically return the individual to a long-forgotten past. The latter include objects that do not directly carry a consumer purpose: they are functionally unsuitable, but the very fact of their possession creates the illusion of the sacredness of their everyday life for their owner.

Gradually, objects that carry a certain symbolic load turn into something more significant than everyday life, possession of them becomes prestigious, dictating certain types and methods of advertising. In the last decade, modern advertising offers the consumer non-functional items, endowing them with a mythological meaning in order to structure the world.

Representatives of postmodernism have repeatedly addressed this issue in their studies. So, for example, J. Baudrillard in his book "System of Things" singles out the concept of "a thing abstracted from a function", as an example he cites a refrigerator as a means for cooling food: "It serves as a practical mediation - it is not a thing, but a ho - boat. That is why I do not possess it. It is possible to possess not a tool that refers us to the world, but only a thing abstracted from its function and correlated with the subject. At this level, all objects of possession are involved in the same abstraction and refer to each other to the same extent that they refer only to the subject. Then they are organized into a system, thanks to which the subject tries to restore the world for himself as a kind of private integrity ". (Baudrillard J. The system of things. - M., 2001, p. 97.)

Following the thought of J. Baudrillard, one can come to the conclusion that each object has two functions:

- the first is to be used: it is associated with the so-called field of practical totalization of the world by the subject;

- the second is to be possessed, associated with the desire for abstract self-totalization of the subject outside the world.

These two functions, according to J. Baudrillard, are in inverse relation to each other: a machine can be endowed with a social status, or it can become a collection item. Thus, the object or the advertised product loses its functionality, becomes just a thing possessed.

J. Baudrillard writes: "No longer defined by its function, a thing is qualified by the subject itself; but then all things turn out to be equal in terms of possession, that is, the passion for abstraction. One thing is no longer enough, for completeness of the project a series of things is always required, at the limit - their comprehensive set. Therefore, the possession of any thing brings a person both satisfaction and disappointment at the same time: a whole series is disturbingly peeping behind it. " (Ibid., P. 97.)

Considering objects and things in their objective and subjective systematization, J. Baudrillard refers to the objective systematization of the arrangement and environment, and to the subjective – the collection. Their connotations are subordinated to the task of structuring the surrounding space and human relations in a certain way.

Modern advertising generates functional mythologies of technology, which tend to deify: technology tries to subjugate the world of objects and human relations, in a certain way, rising above them.

This problem was also considered by J. Baudrillard; he saw the following ways out of such a dangerous tendency:

- it is necessary to help the consuming majority realize the problem of instability of any advertised item, because lack of it turns into a mental trauma, and the presence has as its consequence the illusion of self-realization and harmony of one's own existence;

- it is important to reconsider social ideas about the rationality of goals and how to achieve them.

J. Baudrillard calls these two important aspects "socioeconomic system of production" and "psychological system of projection", in his opinion, they contribute to the destruction of the functionality of existence. Among the functional mythologies generated by advertising, he also refers to the myth of the continuous development of technology and a person who is obliged to keep up with it.

Advertising also creates a myth about the ideal convergence of technology and, subsequently, consumption, thereby covering up false expediency in society. It is difficult to imagine the harmony of the development of technical means, while relations between people become destructive and

regressive, as a rule, it happens that the developing technology begins to structure people.

The history of civilizations and cultures proves that the individual and society are closely interconnected with the technical and functional features of development, which subsequently leads to the fact that technology and things turn into slaves like people. This process becomes the result of structuring: a person begins to suffer because of the lack of the latest technological advances in his arsenal, sacrificing relationships with the people around him.

So, supported by advertising, a person begins to live the life of a thing. Again, representatives of postmodernism oppose this process. J. Baudrillard notes: "Things seem to be sick with cancer: unrestrained the multiplication of non-structural elements in them, imparting to things its self-confidence, is, after all, a kind of tumor. Meanwhile, it is on such non-structural elements (automation, accessories, insignificant differences) that the entire system of fashion and controlled consumption is based. It is to them, as to its completion, that technical evolution strives. In them, a thing that is initially oversaturated, externally bursting with health in its metamorphoses, is depleted in convulsively violent changes in shape. " (Ibid., P. 138.)

While fully agreeing with J. Baudrillard that, from the technical point of view, changes in form and style are signs of immaturity, we do not accept his position on the inevitability of the moment when things will replace human relations. We believe that the functionality of this kind generated by advertising is a temporary phenomenon, one of the ways to overcome this period is its mass awareness. It is enough to understand the reason for what is happening, and the attitude towards it changes, thus destroying the structuring of the world imposed by advertising.

It is much more difficult, in our opinion, to understand these processes in the West, where philosophical and psychological theories dominate, "scientifically" confirming the inevitability of the relationship "person to person - thing". These scientists include E. Dichter, the "knower" of the depths and secrets of consumer motivation: he believes that any tension, any individual or collective conflict can be resolved by means of some thing. Thus, possession of a thing turns into the main life strategy of a potential consumer, not allowing him to even doubt the opposite.

Domestic advertising tries to structure the consumer's life in a similar way, replacing human conflicts with a socially convenient concept of the need for an advertised item or service:

•   using advertising to create a need for a thing or service, to convince a person that he cannot do without it;

•   then at the right timeTo "help" the consumer to solve the illusory problem created by the advertisement.

In our opinion, the opinion of J. Baudrillard that "in our civilization, the machine is by no means a sign of the power of the social system, but often signifies its impotence and paralysis". (Ibid., P. 139.) However, we fully agree that such a distraction - replacing the value of human relations with the value of owning a specific advertised product - subsequently costs dearly to culture and the same society.

J. Baudrillard identifies three levels at which technical evolution can occur in parallel:

- technical structuring of the thing itself in accordance with the needs for it;

- parallel structuring of the world and nature around a person, the formation in the consumer of a feeling of victory over space, control over the forces of nature;

- structuring human relationships, a person becomes more and more "mobile" and closed, focused on possession of objects as a confirmation of his self-realization.

The scientist notes the need for technology, as a kind of mediator between people and the world, but considers this to be the path of greatest resistance. The path of least resistance appears to him in the creation of a system of things that will act as an imaginary resolution of possible contradictions between a person and the world around him. Otherwise, the destruction of a person is inevitable, because any thing or object "tries" to replace human desires and conflicts.

Modern advertising quite often fights against the myths that it itself creates, these include the myth of man's domination over nature, as well as the myth of the fully controlled libido energy. J. Baudriard believes that the task of modern man is a parallel process: taming the external nature and internal nature of man, which appears to him as libidinal energy. Both of these unresolved processes are experienced by the individual as a threat to his existence.

J.Baudrillard writes: "The unconscious economy of a system of things is an apparatus for projecting and taming (or controlling) libido by means of indirect influence. A double benefit is achieved: dominion over nature and the production of vital goods. The only trouble is that such a wonderful economy contains a double threat to the structure of human life: 1) sexuality turns out to be, as it were, bewitched, locked in the structure of technology, 2) on the other hand, this structure of technology is distorted in its development under the influence of conflict the energy with which he is loaded. " (Ibid., P. 144.)

Two "types" of nature - internal and external - enter into an insoluble contradiction with each other, become the product of regressive relations, both between people and in the world of nature around a person. The way out of this "impasse" for postmodernists seems to be "the discovery of sexuality", independent of the trying to amortize technical evolution.

Technological progress tends to prevent the repetition of regressive sexual relations, replacing them with the structure of things, which is constantly tempted to reverse development, which prevents the development of technology. Such a temptation to involution ends in an involution into death, which will rid the potential consumer of advertising from a whole range of complexes and fears, but will give rise to a new chain of them, firmly rooted in everyday consciousness.

The struggle between inner and outer nature is gradually transferred to the insoluble conflict between outer sexuality and inner self.

A person feels that he is at the mercy of those energies that were previously shown to him by advertising in certain technical products as a symbolic dominance over the world. This process resembles the ancient mythological attitude: to conquer fate, while provoking it, subsequently influencing not only personal, but also social development. In such a society, objects that are fully or partially non-functional are actively advertised, which create certain illusions for the consumer, but doom to a new round of insoluble internal conflicts.

Among the consequences of the structuring of the world by advertising is the orientation of the mass consumer to conformity to one or another model and series. J. Baudrillard writes about this: "The psychosocial dynamics of a model and series acts, therefore, not at the level of the primary function of things, but at the level of some secondary function inherent in things" personalized "- that is, simultaneously subordinate to the imperative of individuality and enclosed in the framework of the system of differences, which, in fact, is the system of culture. " (Ibid, p. 145.)

Any system creates an illusion of choice for a person, but only within the framework established by itself: the consumer may not want to buy this particular advertised item, but advertising firmly fixes his need to find an appropriate alternative to this item. This illusion of freedom gives rise to negative relations between the world of people and objects, the consequence of which, after the destruction of human relations, becomes the "personalization" of things.

Thus, advertising "tames" the internal and external nature: the consumer not only wants to buy something necessary, but is personally involved in something transcendental to the item he buys. A person is deprived of the right not to choose from the goods offered by advertising, he is forced to show his "freedom" and, thereby, enter into certain social relations. An example is the purchase of a car: the consumer is affirmed as a person, stopping his

"Choice" on a particular brand, advertising of which assigns it in advance to one or another social and cultural category.

J. Baudrillard, in this regard, notes: "The very fact of choosing one thing or another in order to separate oneself from others already serves the purposes of society" (Stuart Mill). By increasing the number of things, society transfers the ability to choose to them and thereby neutralizes the danger that this personal imperative always poses for it. Hence, it is clear that the concept of "personalizing" things is something more than a method of advertising suggestion; it is a fundamental ideological concept of our society, which, through the "personalization" of things and ideas, seeks to achieve an even greater integration of individuals ". (Ibid., P. 154.)

The desire of each individual to feel like an exceptional person is also confirmed by advertising: each brand of car is served as a kind of model that expects the conformity of its future owner, not only status, but also external. His clothes, manners, details of the decoration of his house "face" the forced conformity of the chosen brand.

In this regard, the following examples from French advertising cited by J. Baudrillard may be curious:

- "This wastebasket is absolutely original. It was decorated for you with flowers by Zhilak Decor company;

- "This refrigerator is a revolutionary innovation: it has a new type of freezer and an oil warmer";

- "This electric shaver is the latest in progress: it is octagonal and anti-magnetic." (Ibid., P. 154.)

A garbage basket decorated with flowers does not have its own specific functional application, but it allows the consumer to feel like an individual, he hardly knows what a new type of freezer is, the main thing is that he already has it. Thus, advertising, using the latest technical progress, personalizes objects and reorients the focus of the consumer's attention: in protracted internal and external conflicts to the satisfaction of self-esteem. What happens is what E. Fromm wrote about decades ago: to have becomes more important than to be, a person "thinking" and "creating" is replaced by a person

"Consuming".

J. Baudrillard in his book "The System of Things" examines the problem of relics as mythological objects that structure the world of the consumer. Reliquaries create a double sense of possession: a person has them as property and symbolic meaning, they become, in a way, intercessors, the voices of distant ancestors who help to understand eternal values.

Relic serveescape from everyday life, but it is known that there is no better escape than into childhood experiences. This kind of metaphorical escape can be present in the aesthetic experience of a work of art, but it already requires some rational reading, while an old thing does not need mental strain, it is itself a "living myth" because it is characterized mythical coefficient of authenticity.

The relic is experienced by the consumer as a perfect object that exists outside of time and space, creating similar illusions to its owner: whatever it is, it generously gives him time and time imprinted symbols once and for all, symbolically reunites with the Father and Mother. In contrast to a functional object, which is "symbolically poor" and correlates with the momentary, the mythological one has a multi-layered meaning, correlating itself and the owner with the time of ancestors and with the perfect past of nature.

J. Baudrillard cites as an example a tourist trip, which is assessed as interesting if it is accompanied by a search for lost time. This, in his opinion, is the duality of consciousness characteristic of modernity, which in its essence is a weakness, combined with an attempt to overcome it in a regressive way. The dualistic existence generates all kinds of ambiguity: for example, modern functionality is intertwined with the old "decor", representatives of prosperous social strata surround themselves with objects of peasant life. Such a situation teaches the consumer, before realizing what the object is for, to appropriate it for himself: the "phantasm of power" makes itself felt. The thing loses its function, replacing it with the semantic field of the sign.

J. Baudrillard writes: "Both the" savage "and the" civilized "capture a certain" property "in the

form of a thing - one connects it with modern technology, the other with the ancient times of the ancestors ... The" underdeveloped "needs the image of the Father as Power (in this case, the power of the colonial power); the nostalgic "civilized" - in the image of the Father as birth and value. In the first case it is a projective myth, in the second it is an involutive myth. And whether it is a myth about power or a myth about the beginning, a thing is always mentally loaded with what a person lacks: for the "underdeveloped" in a technical subject, power is fetishized, for a "civilized" person of a technical civilization, in a mythological subject, birth and authenticity are fetishized " ... (Ibid., P. 93.)

The craving for their roots, which are present in myths, satisfies the need to master the signs of the past, to realize them and to exist at the same time:

- be only yourself;
- to be "someone's" - to inherit the Father, to descend from the Father.

It is unlikely that a modern man will be able to make a choice between the Promethean project of the reorganization of the world, which requires putting himself in the place of the Father, and the feeling of the grace of descent from the original being. Things themselves often serve as examples of the unsolvability of this dilemma: some of them carry the present, others the past, and still others carry us into the future. The third type of things creates in the consumer of modern advertising a chronic feeling of lack, which is to some extent compensated by the possession of antiques. The pseudo aristocratic atmosphere that antiques can create partly compensates, firstly, for the lack of aristocracy and nobility of their owner, and secondly, they compensate for the rapid aging of modern things.

The desire to possess antiques today is one of the ways to structure your own reality, giving it some kind of

tikal, the experience of whichabsent from social and cultural reality. A separate issue is that the individual characteristics of each personality and the psychological characteristics of its perception also affect the construction of the reality of the whole society, but this is the subject of a separate study. Undoubtedly for us is the fact that modern advertising has created a new mythology, which threatens a general change in cultural and social values and priorities.

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